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**PROJECT GRANT
LEDER - LOCAL ECONOMIC DEVELOPMENT EDUCATIONAL
RESPONSE**

**IMPLEMENTED BY
STANDING CONFERENCE OF TOWNS AND MUNICIPALITIES**

FINAL REPORT

AUGUST 2014



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Contents

INTRODUCTION.....	4
RESULTS AND OUTPUTS	5
Result 1:	5
Result 2:	6
Result 3:	7
CHALLENGES	8
LESSONS LEARNT AND ADDED VALUE	8
ANNEXES	9



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INTRODUCTION

Project Local economic development – educational response - LEDER, was supported by USAID Sustainable Local Development Project and implemented by Standing Conference of Towns and Municipalities in the period of May 2013 to August 2014.

The main objective of the project was to improve capacities and skills of the newly elected/appointed local officials and relevant local government executives/practitioners in IMC cities/municipalities to effectively utilize local economic development mechanisms and tools through combination of training, coaching and web-based distance learning programs.

Project was implemented through three groups of activities.

The first group of activities was related to increasing awareness, knowledge and skills of LSGs representatives of the city/municipal assemblies and councils on local economic development context and management from 8 IMCs, through delivering regional trainings "Local Economic Development - Legal and Institutional Context and Management" and "Promotion of investment potentials and improving communication with local business" in each IMC and through coaching/consultative support in identification and implementation of specific/concrete LED related tasks/activities.

The second group of activities was related to development and maintenance of a web-based distance learning (DL) platform. The web-based distance-learning platform was used for LED distance learning and was available to LED practitioners in local governments.

The third group of activities was related to development and implementation of the web-based distance-learning course on LED.

During the project implementation several challenges occur, frozen project funds and funds in Serbia, which slow down the implementation of project. Because of that USAID Project, approved 3 months of non-cost extension and LEDER successfully overcome those obstacles.



RESULTS AND OUTPUTS

In line with projected results, following has been accomplished during the implementation of the project LEDER

Result 1:

Expected result: At least 200 newly elected/appointed local officials (members of the municipal assemblies and municipal councils from 32 IMCs Municipalities) enabled through training to properly understand LED legal and institutional context and to effectively manage LED function and at least 8 concrete LED related tasks/activities identified and supported in implementation (one in each IMC).

Result:

- First Report on IMCs` municipalities performance index in LED and development of assessment report/activities done in June 2013
- 230 representatives from 8 IMCs participated at 12 trainings (8 regional trainings “Challenges of LED” organized for IMC Nis, Novi Sad, Novi Pazar, Uzice, Kraljevo, Zrenjanin, Subotica and Vranje and 4 regional trainings “Promotion of investment potentials and improving communication with local business” for all Program local governments organized in Nis, Novi Sad (Sremski Karlovci), Vrnjacka Banja and Uzice).

First 8 two day regional trainings for 8 IMCs “Challenges of LED” organized from June to November 2013, second 4 one-day regional trainings for 8 IMCs “Promotion of investment potentials and improving communication with local business” organized in June 2014.

- 9 concrete LED related tasks/activities identified and supported:

During the August 2013, public call for all 32 project municipalities announced for technical support in LED activities. Out of 32, 11 applied, and Evaluation Commission, in line with defined criteria, select 9 Merosina, Novi Sad, Novi Pazar, Sjenica, Cajetina, Zrenjanin, Vladicin Han, Priboj and Uzice. Memorandum of Understanding signed with all 9 local governments. Technical support provided in three segments of LED - support to existing, business, investment attraction and straitening the capacities of LED offices. Assistance started in November 2013 and last until July 2014.

Merosina – Assistance provided for support to existing business. With expert support Merosina created data base of existing business, conduct survey among local business on business attitude, analyse survey; Organized round table with business on current situation on business climate. As a result, Business Council as institutional framework for cooperation of local government and business established. Novi Sad – Assistance provide to Novi Sad for straitening capacities



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in analyzing potentials for public private partnership. Workshop organized for representatives of public companies and city administration/office for local economic development. To improve knowledge on public private partnership; with expert support Project made list of project according to Strategic plan with potentials in public private partnership; and analyzed potentials of proposed projects for public private partnership. Novi Pazar – Assistance provided to Novi Pazar for support to existing business. With expert support, OLED, updated LED databases and conduct survey among business. OLED also organized round table with business in July 2014 and results from survey was presented. Within technical support training for LED employees on business plan, for Novi Pazar, Sjenica and Tutin, organized in June 2013. Sjenica – Assistance provided to investment attraction in agriculture. With expert support Project team, updated LED database and conduct survey among business on business climate in order to prepare investment promotional material. Round table with business organized in July 2014 and results from survey was presented. Marketing plan for investment attraction in agriculture prepared. Uzice – Assistance provided for straitening HR capacities of LED office. One day training on HR development organized for employees of LED office. With expert support functions of LER defined, as base for job dividing in LEDO, work plan for LEDO created, database of HR developed. Cajetina – Assistance provided in straitening capacities of LED office. LED database created with support of expert. Zrenjanin – Assistance provided in straitening capacities of LED office. After the analyses of LED database, the support was provided in quantitative data. With expert support survey among business started in June, final analyze develop and will be presented on meeting of Business Council. Vladicin Han – Assistance provided in investment attraction. With expert support new web presentation on LED developed www.kler-vladicinhan.webs.com, fact sheet on investment potentials prepared, PPT upgraded, guide for building permits upgraded. Priboj – Assistance in investment attraction provided. Training on techniques and instruments for investment attraction delivered to Priboj OLED in April 2014. With expert support new investment presentation prepared, list of potential contacts of foreign investors prepared. Database on Brownfield locations developed.

- Final Report on IMCs` municipalities performance index in LED and development of assessment report/activities in July 2014

Result 2:

Expected result: Web based distance learning platform and DL course on Local Economic Development developed and available to LED practitioners in LSGs.

Result:



Web based distance-learning platform MOODLE and eLearning course on LED developed and was available to LED practitioners in LGS

- MOODLE platform for eLearning developed
- Guide for mentors and teachers on eLearning developed
- Eight experts selected for designing and development of modules for eLearning Training for experts on designing and development of course for LED eLearning delivered
- eLearning materials for all 4 modules (legal and institutional framework for LED, investment attraction and business retention and expansion, techniques and tools for LED, public private partnership)
- Training for mentors on eLearning 15th of January 2014.
- Kick off meeting on eLearning course with participants and mentors organized on 22nd January 2014.
- eLearning platform developed and available to LED practitioners in LGS

Result 3:

Expected result: At least 50 LED practitioners from IMCs municipalities raised their knowledge and skills to effectively utilize Local Economic Development mechanisms and tools through distance learning Local Economic Development course.

Result:

- eLearning course on LED officially started on 27th of January 2014, with 75 LED practitioners, from 8 IMCs (Municipalities). The number of trainees was larger than originally planned (50 LED practitioners from IMCs municipalities that raised their knowledge and skills and to have at least 40 LED practitioners fully passed learning process using DL platform for all 4 modules) There were 75 participants at the beginning and 61 successfully passed the learning process using DL platform (due to regular expected dropout of participants especially having in mind required intensity of learners participation and relatively long course duration -10 weeks).
- Certification event took place on 23rd of June. Michael Kirby, US Ambassador in Serbia, Kori Udovicki vice president of Serbian Government and Zoran Perisic, president of SCTM, awarded certificates to participants who competed successfully eLearning course on LED.



CHALLENGES

- The number of participants at regional trainings was challenge, because originally it was less than projected. In cooperation with SLD representatives the Project team, on the base of survey among LED practitioners in local governments, organized additional trainings on specific subject on communication skills and marketing.
- The project funds of 777.302,87 RSD were blocked due to de-licensing of Universal Bank on 31st January 2014. SCTM done everything in its power to continue implementation of the project. In this regard SCTM Secretary General sent an notification e-mail with proposal for overcoming this issue to project SLD CoP SCTM add 219.000 dinars to the project budget in order to support project implementation activities in line with activity plan. The SLD project accepted request for non-cost extension for three months and implementation of four additional trainings on LED.

LESSONS LEARNT AND ADDED VALUE

- Standing conference training centre also organize eLearning training on decentralization and system of local self-government supported by OSCE. Project teams exchanged lessons learnt in order to improve e-learning courses and secure synergy.
- SCTM will continue to use eLearning platform for course on different subject concerning local governments in Serbia.



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ANNEXES

ANNEX I EXPERTS FINAL REPORT - TECHNICAL ASSISTANCE WITH OUTPUTS

ANNEX II ON FINAL REPORT ON IMCS` MUNICIPALITIES PERFORMANCE INDEX IN LED AND DEVELOPMENT OF ASSESSMENT REPORT/ACTIVITIES

ANNEX III PICTURES FROM CERTIFICATIO EVENT